

Assessment of Organizational Supports for Wraparound

This tool assesses the organizational support for wraparound from the perspective of team members.

It should be completed by team facilitators and other individuals who are on several teams sponsored by this agency (e.g. family advocate, child welfare worker assigned to this agency, teacher in a facility-based classroom).

This assessment is not intended to provide a rating or grade to agencies. Instead, the purpose of the assessment is to provide data that can help agencies clarify their understanding of the conditions that are necessary for local implementation, the extent to which these conditions are in place, and the priorities for action to improve implementation.

Lead agency is the organization which hires, trains and supervises team facilitators.

Partner agencies refer to all other organizations whose staff participate as team members, for example juvenile justice, child welfare, or schools.

For each feature, you are asked to rate two things:

1. The extent to which you believe this feature is in place to support your work. (Use the columns on the left to rate this on the 7-point scale ranging from 1 = “Not at all in place” to 7 = “Completely in place.”)
2. Your rating of how important it is to work on a feature. (Use the columns on the right to indicate your rating using the 7-point scale that ranges from 1 = “Not at all important” to 7 = “Extremely important.”)

Note: If you feel that an item is not applicable to your situation, or that you do not have enough information or knowledge to respond to an item, feel free to leave it blank.

Practice model

- i. **The lead agency provides training, supervision, and support for a clearly-defined practice model.** This section focuses on the extent to which the lead agency supports a clearly defined practice model for wraparound. **The practice model specifies the techniques, processes and structures** that teams should use to ensure that planning will be effective as well as family centered, individualized, culturally competent, and strengths and community based. For example, the **practice model** would include specific skills and techniques for: resolving conflicts, increasing the input of families and informal supports into decision making, reinforcing family strengths, deriving goals that address the family's unique needs, etc.

This feature is currently. . .							To improve wraparound quality, how important is it to work on this right away?							
Not at all in place			Completely in place				Feature	Not at all important			Extremely important			
							1. Trainers, supervisors, and facilitators share a common understanding of the specific techniques, processes and structures that should be used by wraparound teams to ensure that...							
1	2	3	4	5	6	7	a. Family and/or other caregivers are treated as full partners and their perspective is given priority during team discussion and decision making.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	b. The child or youth participates actively and constructively to the greatest extent possible during discussion and decision making.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	c. Diverse team members—both family and professional—are able to collaborate effectively and manage disagreements productively.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	d. The team plan promotes the child and family's integration into home and community life and roles.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	e. The planning process, and the services and supports in the plan, are respectful and supportive of the family's culture and values.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	f. The plan is individualized to meet the unique needs of the child and family.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	g. The plan identifies, incorporates, and enhances the strengths of the child and family.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	h. The team ties the goals and strategies in the plan of care to observable indicators of success and monitors progress in terms of these indicators.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	2. Supervisors and trainers are experts in the specific techniques, processes and structures that make up the practice model.	1	2	3	4	5	6	7

Practice model (continued)

- ii. **The lead agency demonstrates its commitment to the values of wraparound.** This section asks about the extent to which the lead agency is committed to the idea that **services and supports should be individualized, family centered, and community based**. It also asks about the extent to which the lead agency values the idea that interpersonal interactions—including those between and among staff—should be strengths-based, and should reflect respect for diverse cultures.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7		1	2	3	4	5	6	7
							3. On-going training, coaching, and/or supervision focus <i>in a structured way</i> on building the skills required by the practice model.							
							4. Supervisors incorporate first-hand information (e.g. direct observation, audio or video tapes) into supervisory sessions.							
							5. Facilitators receive sufficient training in the practice model prior to being asked to lead their first team (e.g. opportunities to observe and/or co-facilitate teams before being asked to lead a team).							
							6. Other team members with special roles (parent advocate, resource developer) receive training and supervision that focuses in a structured way on the specific skills and techniques they need to carry out their roles in the practice model.							
							7. All team members receive orientation to the basic processes and structures in the practice model, and to their roles on the team.							
							8. Managers in the lead agency (e.g. program director, executive director, financial officer) have a solid knowledge of the values of wraparound and the wraparound practice model.							
							9. Managers of the lead agency “walk the walk”—they work to infuse the <u>values</u> of wraparound throughout the agency (e.g. by ensuring staff do not engage in family blaming when families are not present, by engaging the agency in ongoing efforts to increase cultural competence).							
							10. Managers in the lead agency <u>model the wraparound values</u> in their interactions <u>with agency staff</u> , and expect that other staff members will do the same (e.g. that supervision will be strengths based, that staff respect each others’ cultures).							
							11. Managers in the lead agency make an effort to inform and educate their peers at other agencies about the values of wraparound and the basics of the practice model.							

Practice model (continued)

- iii. **Partner agencies support the core values underlying the wraparound process.** This section asks about the extent to which people from **partner agencies** act in ways that indicate they are committed to the values of wraparound. It also asks about whether **partner agencies** believe that wraparound is an effective way to meet the needs of children and families. **Partner agencies** are agencies—other than the lead agency—whose staff participate on wraparound teams.

This feature is currently. . .								To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place				Feature	Not at all important			Extremely important			
1	2	3	4	5	6	7	12. <u>Wraparound team members</u> from partner agencies understand the basic elements of the wraparound practice model and believe it is an effective way to support children and families.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	13. <u>Supervisors and managers</u> in partner agencies understand the basic elements of the wraparound practice model and believe it is an effective way to support children and families.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	14. Partner agencies encourage and support staff members who participate on wraparound teams in learning about the wraparound practice model (e.g. agencies provide time and pay the costs of wraparound training or orientation).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	15. Supervisors and managers in partner agencies participate in workshops or training to learn about the wraparound practice model.	1	2	3	4	5	6	7

At which partner agency are the features listed on this page most in place?

With which partner agency is it most important to work to improve the features listed on this page?

Collaboration/partnerships

- i. **Lead and partner agencies collaborate around the plan and the team.** Because wraparound teams work “between” agencies, they face special challenges. Most importantly, the team plan needs to be respected at each agency. If the team plan does not serve as the case plan for each participating agency, teams need assurance at least that various partner agencies will respect the goals and services/supports as decided by the team, and will not develop separate goals and plans that are inconsistent with or undermine the team plan or wraparound values. Additionally, to prevent team members from getting overwhelmed, managers at the lead agency need to work with partner agencies to reduce and streamline unnecessary or redundant demands on team members.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	16. A family's wraparound team plan serves as a basis for service/support planning at the lead and partner agencies (i.e. other plans which may be maintained at partner agencies are the same as—or at least consistent with—the goals and strategies expressed in the wraparound plan).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	17. Lead and partner agencies work together to ensure that the team will persist in working with the family toward the goals in the team plan until the team agrees that a formal wraparound process is no longer required.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	18. Lead and partner agencies work to develop a common format for plans so that the team plan can serve as the case plan for each agency to the greatest extent possible.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	19. Lead and partner agencies work to reduce inefficient or redundant requirements for paperwork and rules (e.g. developing common consent forms, reducing redundant documentation of needs, etc.)	1	2	3	4	5	6	7
1	2	3	4	5	6	7	20. Lead and partner agencies work together to develop mechanisms for sharing non-confidential information (e.g. information on all services received by a family, up-to-date information about types of assistance offered by various agencies).	1	2	3	4	5	6	7

Collaboration/partnerships (continued)

- ii. **Lead agencies support team efforts to get necessary members to attend meetings and participate collaboratively.** Lead agencies need to do what they can to ensure that important team members from their own agency and from partner agencies are encouraged to attend team meetings. The **lead agency** also needs to help people from partner agencies understand that collaboration requires that they will be open-minded about how to satisfy mandates and about what goals the team should pursue.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	21. The lead agency works to ensure that the team consists of individuals agreed upon by the family.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	22. Supervisors and managers in the lead agency encourage <u>all their own staff who need to be on wraparound teams</u> to attend meetings and be active on the team.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	23. Supervisors and managers in the lead agency support <u>all their own staff who are members of wraparound teams</u> by flexing their work time so that they can attend wraparound meetings or complete other team tasks during off-hours.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	24. The lead agency gives its staff authority to make decisions during team meetings about access to services and funding at the lead agency.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	25. Managers in the lead agency support team efforts to get necessary <u>people from partner agencies</u> to join teams and attend regularly.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	26. When team members from partner agencies who are needed don't attend meetings, managers from the lead agency will work with the partner agency to find a solution.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	27. When a team member from a partner agency is not being reasonably open-minded or flexible with mandates, managers from the lead agency will work with the partner agency to find a solution.	1	2	3	4	5	6	7

This section asks about whether or not the **partner agencies** encourage their workers to attend team meetings and allow them to make meaningful decisions during the meetings. It also asks about whether **partner agencies** encourage their workers to be open-minded in finding ways to satisfy mandates, determining goals, and seeking solutions.

Capacity building/staffing

- i. **Lead and partner agencies provide working conditions that enable high quality work and reduce burnout.** This section asks about the whether the agency acts in ways that shows it values and rewards the special skills that team facilitators and other team members need to work successfully on wraparound teams. This section also asks whether or not the partner agencies and the agencies which hire and pay other team members with special roles (e.g. family advocate, resource developer, care coordinator) also demonstrate that they value the skills that these people bring to teamwork.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	34. The lead agency has set a reasonable benchmark for facilitators' team workload (number of teams that a facilitator is involved with) and sticks to that benchmark.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	35. Agencies set and stick to benchmarks for the team workload of other team members with special roles (family advocate, resource developer, care coordinator if not also the facilitator).	1	2	3	4	5	6	7
1	2	3	4	5	6	7	36. Higher pay and promotion opportunities are available to facilitators as they increase their capacity in the special skills needed to implement the wraparound practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	37. People who act as professional parent partners or parent advocates receive compensation which reflects their value in the wraparound process.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	38. Partner agencies value and reward the skills gained by staff who participate on wraparound teams.	1	2	3	4	5	6	7

Acquiring services/supports

- i. **The lead agency has clear policies and makes timely decisions regarding funding for costs required to meet families' unique needs.** This section asks about whether teams are able to quickly get the funding they need to pay for **costs required to meet families' unique needs** (special equipment, non-traditional or non-categorical services and supports, etc.) as called for by the wraparound plan. Most frequently, but not always, these funds come from a pool of money specifically designated as "flexible funds"; however, your agency may provide access to funding for the special needs of a team plan through other channels.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	39. Funds to pay for costs required to meet families' unique needs (special equipment, non-traditional, and/or non-categorical services or supports, etc.) are readily available to teams who require them for the wraparound plan.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	40. The procedure for requesting funds for unique costs is clear and followed by everyone in the agency.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	41. Within specified limits, facilitators have the ability to quickly access funds (e.g. within a day) to meet families' unique needs.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	42. Team members and lead agency managers share a common understanding regarding which sorts of unique costs are legitimate to fund under and wraparound plan.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	43. Managers in the lead agency are aware of potential community concerns about paying for unusual services or items, and they take steps to buffer facilitators from that reaction.	1	2	3	4	5	6	7

Acquiring services/supports (continued)

- ii. **The lead agency encourages teams to develop plans based on child/family needs and strengths, rather than service fads or financial pressures.** This section asks whether the lead agency helps teams get services and supports that are called for in the wraparound plan. It also asks whether the lead agency works to develop new services and supports when teams request them.

This feature is currently. . .							To improve wraparound quality, how important is it to work on this right away?							
Not at all in place				Completely in place			Feature	Not at all important				Extremely important		
1	2	3	4	5	6	7	44. The lead agency expects that teams will develop wraparound plans that are directly related to the family's needs and preferences.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	45. The lead agency buffers teams from <u>pressures within the lead agency</u> (e.g. service providers whose caseloads are not full, lack of providers for desired service) that might otherwise shape the services called for in the plan.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	46. The lead agency buffers teams from pressures <u>within the services system</u> (e.g. over- or under-supply of certain services, relative costs of desired services) that might otherwise shape the services called for in the plan.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	47. Team members are encouraged and given support to locate and/or individualize services and supports when called for by an wraparound plan.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	48. The lead agency works strategically to respond to emerging needs for services and supports that tend to be identified by wraparound teams (e.g. helping to build local capacity to provide mentoring, respite, behavior support, community-based recreation).	1	2	3	4	5	6	7

Acquiring services/supports (continued)

iii. **The lead agency demonstrates its commitment to developing culturally competent services and supports.** This section asks whether the lead agency acts in ways that show it is committed to developing cultural competence, and to helping teams provide culturally competent services and supports.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	49. The lead agency has initiated an inclusive process for identifying the service and support needs of diverse families receiving wraparound services.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	50. The lead agency has a specific plan, developed through an inclusive process, for increasing cultural competence in the work of its wraparound teams.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	51. When hiring people who will perform special roles on teams (facilitators, family advocates, care coordinators), the lead agency places an emphasis on finding people who are connected to the community (e.g. have history living or working in the community, have many community ties, represent the diversity and/or speak the languages of the community).	1	2	3	4	5	6	7

Acquiring services/supports (continued)

- iv. **The lead agency supports teams in effectively including community and natural supports.** This section asks about whether or not the lead agency supports teams in attracting and maintaining community and natural supports.

This feature is currently. . .							Feature	To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place					Not at all important			Extremely important			
1	2	3	4	5	6	7	52. The lead agency encourages team members with special roles (resource developers, care coordinators, family advocates) to increase their knowledge of diverse resources within the community, and to apply this knowledge in the wraparound process.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	53. The lead agency has dedicated resources to developing new community supports or adapting existing ones.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	54. Lead agency has a clear expectation that team's plan will include a significant role for natural and community supports.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	55. Supervisors are knowledgeable about specific strategies for increasing the participation of community and natural supports in the wraparound process.	1	2	3	4	5	6	7

Acquiring services/supports (continued)

v. The lead agency demonstrates its commitment to developing an array of effective providers.

This section asks whether the lead agency acts in ways that show it is committed to ensuring that the services and supports available for wraparound teams are of the highest available quality. **Effective providers** are those who adhere to evidence-based approaches, who conform to best practices, and/or who demonstrate effectiveness through other means. **Effective providers** can provide formal (psychotherapy, substance abuse treatment), non-traditional (tundra walking), or community services (mentoring, recreation, behavior support).

This feature is currently. . .							To improve wraparound quality, how important is it to work on this right away?							
Not at all in place				Completely in place			Feature	Not at all important				Extremely important		
1	2	3	4	5	6	7	56. The lead agency has knowledge about effectiveness considerations across a range of services and supports.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	57. The lead agency obtains accurate information about the effectiveness of available services and supports, and makes this information available to its staff and to teams.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	58. If the team or family feels that a provider is not working effectively with the family, the lead agency supports the team in finding another provider.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	59. The lead agency actively encourages local providers to increase their effectiveness (e.g. by adopting best practices or evidence-based approaches).	1	2	3	4	5	6	7

Accountability

- i. **The lead agency monitors adherence to the practice model, implementation of plans, and cost and effectiveness.** This section asks whether the lead agency collects information to make sure that teams are using the wraparound practice model, and to document how children and families are doing.

This feature is currently. . .								To improve wraparound quality, how important is it to work on this right away?						
Not at all in place			Completely in place				Feature	Not at all important			Extremely important			
1	2	3	4	5	6	7	60. The lead agency performs quality management studies or program evaluation to see if teams are successfully implementing the wraparound values and practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	61. The lead agency ensures that supervision for facilitators incorporates data on the extent to which the facilitators' teams are adhering to the wraparound values and practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	62. The lead agency has a mechanism for monitoring whether supervision focuses in a structured way on building skills required by the wraparound practice model.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	63. The degree to which wraparound plans are implemented is considered an important program-level outcome by the lead agency.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	64. The lead agency keeps accurate records of the costs associated with teams' plans and the wraparound program.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	65. The lead agency monitors data on the outcomes associated with wraparound teams and uses this data in program decisions.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	66. In addition to outcomes related to child functioning, the lead agency values outcomes associated with the family (e.g. family satisfaction, caregiver burden).	1	2	3	4	5	6	7